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OS REGISTRY

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## MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with the DDA and Office Level Participants on Performance Measurement and Status Reporting [redacted]

1. Mr. R. M. Huffstutler, Deputy Director for Administration, recently tasked [redacted] of DA/Management Staff to survey the methods of monitoring, reporting, analyzing, and managing project performance within the Directorate of Administration. [redacted] submitted a memo on 8 August on the results of his survey of contracting officers (CO) and technical representatives (COTR) in the Office of Communications, Information Technology and Logistics. The Office of Security was not included in this survey. [redacted]

2. [redacted] observations were very critical. He noted that serious deficiencies existed in the DA's ability to correctly apply Performance Measurement & Status Reporting Techniques to DA contracts. Subsequently, Mr. Huffstutler directed that an office level meeting take place to openly discuss [redacted] findings. [redacted]

3. At the direction of C/ED, on 30 September I attended the first meeting on this subject. [redacted] opened the session with a very good presentation on what Contract Performance Measurement and Status Reporting should be. I quickly noted to [redacted] that OS had indeed already put into place much of his recommendations. I mentioned also that many of the 1985 architects of EAG were senior and experienced project officers from the DS&T. [redacted]

4. Prior to my attendance at this meeting, I discussed [redacted] findings with senior officers in EAG and the PTS contract staff. Key comments as to [redacted] memo of 8 August are as follows:

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a. Para 2a

(1) ED has a control board (chaired by C/ED with all branch chiefs, DC/EAG, Contracts Representative and Security) that reviews all RFP's prior to submission to upper management and contracts (Attachment A). In addition a requirements document is required from the OS customer.

(2) COTR's in the OS are required to attend a special COTR course (two weeks) that was developed for OS procurement practices.

(3) Reporting requirements on all projects are extensive. Format is specified by an attachment to the Statement of Work, i.e. the Data Item Description, (DID).

b. Para 2b: OS does not treat cost, schedule, and technical performance baselines as independent components.

c. Para 2d:

OS requires that contractors, in their monthly status reports, explain all variances from projected cost, schedule, and technical performance.

d. Para 2e

All monthly status reports are forwarded to senior OS management. Likewise, a memo is required if there is a contractual change and it is forwarded to senior management. In addition, the COTR must immediately report to the Division Chief and Branch Chief, any change in cost, schedule, and technical performance.

e. Para 2f

Not true in OS.

f. Para 3

Much of the recommended system recommendations are already in place.

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5. In summary, OS has already established much of [redacted] recommendations. Thus, I invited him to visit OS engineering where we will be pleased to review our Performance Measurement and Status Reporting procedures. [redacted]

6. There will be a further convening of this group with the agenda focused on a presentation by [redacted] on the new DS&T COTR contracts course, which includes both industry managers and Agency COTR's as students. I also recommended and Mr. Huffstutler concurred, to include [redacted] in this review group. [redacted] was one of the major architects of the OS technical procurement procedures and he also has considerable project management experience in industry. [redacted]

[redacted]  
Chief, Technical Countermeasures Branch,  
Engineering Division, EAG/PTS/OS

## Attachment:

- A. ED Control Board Cover Sheet
- B. Memorandum

## Distribution:

- Original - C/PPB/PTS
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